

EFFECTS OF CAREER DEVELOPMENT AND EMPLOYEE REWARDS ON
EMPLOYEE RETENTION IN NON-GOVERNMENTAL ORGANIZATIONS: A
CASE OF CARE FOR AIDS, KENYA

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Declaration

This thesis is my original work and has not been presented for a degree in any other University. No part of this thesis may be reproduced without the prior knowledge of the author and/or Pan Africa Christian University.

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Dedication

This thesis is dedicated to my family; my husband Raymond Ndung'u, my children Sheilah Njeri and Andy Kimani, for being patient while I studied. To my parents and siblings for their tireless dedication and prayers to ensure I get educated. I love you all and may God bless you.

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Abstract

Retaining employees is a critical management issue in both private and public organizations. Non-governmental organizations face different problems resulting from globalization, economic growth and skills shortage especially in Kenya. The need to enhance employee morale and performance has never been critical. The study assessed effects of career development and employee rewards on employee retention at Care for AIDS, a non-governmental organization based in Kenya. The study's main objective was investigating effects of career development and employee rewards on employee retention at Care for AIDS, Kenya. Specifically, the study was built on Vroom's expectancy theory and the theory of organizational equilibrium. The key goals were to examine the influence of career development on employee retention; and to investigate the influence of employee extrinsic and intrinsic rewards on employee retention in the non-governmental organization. The study was conducted using a descriptive research design. Forty-five employees of Care for Aids formed the respondents in this study. The study used primary data which was collected using semi structured questionnaires, interviews and observation methods. Data from questionnaires was analyzed using both descriptive and inferential statistic with the help of Statistical Package for the Social Sciences (SPSS, 2015). The findings of the analysis indicated that there was a strong significant statistical relationship between career development practices and employees' retention at the organization. Secondly, the findings of the analysis indicated that there was a moderate significant statistical relationship between intrinsic reward practices and employees' retention at the organization. Third, the findings of the analysis indicated that there was no significant statistical relationship between extrinsic reward practices and employees' retention at the organization. Recommendations such as a focus on enhancing employee careers through career development practices and a focus on proper rewards in the organization if they seek to enhance retention were suggested. Several limitations such as the use of self-reported measures and a small sample size were identified.

List of Abbreviations and Acronyms

CFA	Care for Aids, an NGO which operates in Kenya and Tanzania
HR	Human Resources
HRM	Human Resource Management
NGO	Non-Governmental Organization; an organization that is not supported by government which offers essential services to a community, services which are in the main domain of legitimate government, but due to inadequate resources, the government is unable to render.
NGO Coordination Board:	It is a State Corporation established by the Non-governmental Coordination Act in Kenya. Its main work is to register, facilitate and coordinate the work of all national and international NGOs Operating in Kenya.
Vision 2030:	This is a program implemented by the Kenyan government that is intended to help drive economic development and sustainability by the year 2030.
NASCOP:	The National AIDS and STI's Control Programme (NASCOP) was established in 1987 to spearhead the Ministry of Health's interventions on the fight against HIV/AIDS. It is mainly involved with technical coordination and implementation of HIV/AIDS Programs in Kenya.

Definition of Terms

Career Development:	A process where an individual manages learning, work, leisure as well as transitions in order to move toward a personally determined and evolving preferred future. (Raymond, 2015).
Employee Engagement:	It is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption. (Kruse, 2016) The various practices and policies which make employees stick in an organization for a longer period of time. (Walker, 2007).
Employee Retention:	
Employee Turnover:	This is the ratio of employees who leave the organization at a given time to those on the payroll and still serving. (Armstrong, 2009).
Extrinsic Rewards:	These are forms of rewards that are tangible in nature. These are majorly financial in nature and may include pay raises, bonuses and benefits that are offered to employees in the workplace (Branch, 2011).
Intrinsic rewards:	These are forms of rewards that seek to motivate employees from within and include such elements as recognition, autonomy and appreciation in the workplace. (Loftus, 2013).
Millennial generation:	The generation born between 1980 and 2001. (Jennifer & Levenson 2016).
Reward Management:	Formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization. (Armstrong, 2007)

CHAPTER ONE

INTRODUCTION

Background to the Study

Non-governmental organizations (NGOs) in Kenya are service providing organizations registered under The Societies Act, Cap 108, of the Laws of Kenya. They recruit professionals and induct them to be suitable for the services they would be providing in the community where they would be working and serving the community from. According to a survey based on the status of employee stability in the NGO sector in Chavakali (Njoroge & Nzulwa, 2017), it is uncommon to meet employees working in NGOs for long and reasons explaining this scenario include need for more attractive pay, listening and caring leadership and desire for motivational rewards-based projects. An NGO Council of Kenya consultant in Machakos County, Kenya shared that the NGO sector was becoming less effective as a result of high employee turnover and made recommendations be further investigated (Njoroge & Nzulwa, 2017).

Employee turnover is defined as any voluntary movement out of a job which may include quitting, resigning and transfers. Employee turnover rates are always a concern for businesses; both small and large. It may lead to interruptions in service and customer dissatisfaction. Employee turnover has proven to be expensive to organizations in terms of recruiting, hiring and training new employees (Dess, 2012). Employee retention is closely associated with the notion of creating 'a best place to work,' which means that it becomes an employer of choice, a place where people want to work. Employees desire to join such an organization and are committed and loyal to it and engaged in the work they do. Thus,

employee retention has been tentatively defined as the duration which an employee stays in the organization before leaving it. Others suggest that it means how many of the firm's employee's stick around over a given period of time.

Kenya business management review (2013) reports that Kenya faces the challenge of shortage of talent. These challenges include hiring, retaining and motivating professionals. For example, early retirement leads to shortage of staff as there are no qualified personnel to fill these positions (Kagwiria, 2014). Retention of staff is crucial to the long-term health and success of any organization. Therefore, most organizations are aware of the fact that retaining their staff ensures customer satisfaction, increased sales, satisfied colleagues, effective succession planning, and deeply embedded organizational knowledge and learning. Hence, failing to retain staff is a costly proposition for any organization (Singh & Dixit, 2011). With the cost of employee turnover inflating everywhere and now exceeding profits in some industries, addressing the issue of staff retention is urgent across the board business agenda.

The hiring of skilled and qualified people for jobs is essential for most organizations. But it is the retention of these staff that is even more important than the hiring (Singh & Dixit, 2011). High rates of attrition can destabilize a business and demotivate those who attempt to maintain levels of service and output against a background of vacant posts, inexperienced staff and general discontent (Armstrong, Murlis, & Group, 2007). Labor turnover may affect the organization's output greatly as the staff will need to be replaced which means, a new replacement would require time for induction and training on the necessary skills (Armstrong, 2009).

Organizations keep searching for the competent staff from day to day and will search from among their competitors. According to Singh and Dixit (2011), it is argued that there is no dearth of opportunities for staff as there are many organizations looking for such talents. Top organizations are on top because they value their staff and know how to keep them glued to the organization. Gone are the days when staff would stick to an employer for years to get increment and promotion. Employees today are different as there are many good opportunities at hand. As soon as an employee feels dissatisfied with the current employer or the job, they switch over to the next employer. This switch also has an effect on the image of the organization because organizations aim to become an “employer of choice,” a place where people prefer to work (Armstrong & Taylor, 2014).

When there is a high turnover of employees in an organization, the corporate image is tainted. Corporate image, or reputation, describes the manner in which a company, its activities, and its products or services are perceived by outsiders. One sign that the business might have an image problem include high employee turnover (Young, 2015).

The turnover of staff affects the clients and customers and may have a negative opinion of an employer. The management should provide employees with support because research by (Gallup, 2015) confirms that people don't leave organizations, but leave their managers; employees join companies but leave managers. The number one reason people quit their jobs according to the Gallup poll says that of more one million employed US workers concluded that the number one reason people quit their jobs is a bad boss or immediate supervisor. The report further stated that, seventy five percent of workers who voluntarily left their jobs did so because of their bosses and not the position itself. In spite of how good a job may be, people will quit if the reporting relationship is not healthy.

People leave managers not companies in the end, turnover is mostly a manager issue. The latest research conducted by Gallup (2017) shows that 33 percent of the employees are engaged but 70 percent are not engaged this was mainly because of poor communication at workplace.

Uncontrolled employee turnover has turned into a problem for many organizations globally (Koh, 2015). Organizations are constantly trying to maintain their highly-skilled employees and even encouraging them to improve their abilities. In addition, numerous corporations are now concerned about losing their experienced human capital due to the financial and operational implication that turnover brings to them. Lack of retention ability in any organization leads to the loss of skilled and experienced employees (Phillips & Adele, 2004) add that employee turnover decreases customer service levels, lowers company profits and causes training and expatriation losses.

Employees in the non-governmental organizations and the nonprofit organizations are attracted by the mission and vision of these organizations which is charity and helping other people; therefore, these organizations must find ways of retaining their employees (Armstrong, 2006). The Non-Governmental Organizations (NGOs) as Lewis (2010) states, face complex, multifaceted challenges in their work and at the same time, they have distinctive organizational characteristics and in general, have arguably failed to communicate a clear story about the complexity of NGO management.

They work under pressure from donors and publics, they often seek instead to present simplicity and effectiveness rather than the complexity and messiness in their work.

Care for Aids Kenya

Care for Aids is an international NGO with its headquarters in Kenya. It is registered under the Non-Governmental Coordination Board in Kenya. It operates in two countries, Kenya and Tanzania while maintaining an International Office in Atlanta Georgia, USA. The main mission is empowering and transforming the lives of the people living with HIV/AIDS in the urban slums. Urban population have higher adult HIV prevalence with the highest percentage of HIV prevalence found in the sprawling informal urban slums (Nascop, 2016). This is where Care for Aids partners with churches in order to reach to the people living with HIV/AIDS in these settlements. The slums as Odede & Posner (2015) describes are dirty areas with dilapidated houses, poor hygienic conditions, lack basic amenities like drinking water, light, toilet facilities. They have garbage paths spread all over instead of roads and are insecure. The Care for Aids employees work in such environment offering humanitarian assistance to their clients who dwell in those dilapidated houses. Due to the nature of their work, employees are exposed to extreme working conditions which could cause them to exit from the organization. However, some employees would still want to remain in the organization. Whereas the employees in the organization find a sense of satisfaction from being able to make an impact on people's lives, some have chosen to exit from the organization. The employees working in the NGOs as Lewis (2010) depicts, have specialized skills due to the nature of work they are used to in the field; they are experienced and quite resourceful in their communities and losing them either to another organization affects the effectiveness of the organization to carry out its mandate.

Statement of the Problem

The NGOs in Kenya have been experiencing a high prevalence of employee turnover for formal engagement in other organizations, rendering these NGOs less effective in service delivery (Kibet, 2015). According to the National Council of NGOs Report (2015), while responding to the government's threat to close down most NGOs accusing them of financing terrorism, NGO work was being hampered by high employee turnover reported at 26 percent. Asante Africa foundation was reported to have a turnover of 12 percent, PATH organization had a turnover of 15 percent while Jhpiego organization had a turnover of 28 percent which was above the average turnover rate according to the 2015 National Council of NGOs report (Njoroge & Nzulwa, 2017).

Retention of employees is becoming a challenge for nonprofit agencies providing humanitarian services. These organizations are characterized by low wages, poor career development programs if any, heavy caseloads and excessive regulations which cause employee dissatisfaction and in turn, increased turnover. Although the challenge of retaining employees is not unique to nonprofit organizations, studies have demonstrated that they have higher annual turnover than government and businesses (Gazley, 2009).

The Non-Government organizations are faced with multifaceted challenges in their work and at the same time, they have distinctive organization characteristics. As Lewis (2010) suggests, the NGOs have pressure from donors and public regarding issues of productivity, competition for customers, efficiency in operations, donor engagements, pressure from trade unions and high staff turnover since, their work is project based and donor funded.

With staff turnover levels having reached all-time high in recent times, most organizations are asking themselves how they can retain their staff. Research done in

Kenya on factors which contribute to the level of engagement and therefore retention in the telecommunication industry in Kenya found out that, most workers were disengaged and the main contributing factors were work life imbalance, remuneration, career growth issues and lack of freedom of expression (Mutunga, 2009). This study therefore sought to evaluate effects of career development and employee rewards on employee retention considering that these two have been identified as among the key factors influencing employee retention particularly in NGOs. It assesses career development, and reward management perceptions and how they influence employee retention.

Objectives of the Study

General Objective

The general objective of the study was to establish effects of career development and employee rewards on employee retention in non-governmental organizations with a focus on Care for Aids.

Specific Objectives

This study was guided by the following specific objectives;

- i. To establish effects of career development on employee's retention at Care for Aids, Kenya.
- ii. To determine effects of intrinsic reward program on employee retention at Care for Aids, Kenya.
- iii. To establish effects of extrinsic rewards on employee retention at Care for Aids, Kenya.

Hypotheses

H₀₁; Career development has no significant effect on employee retention at Care for Aids.

H₀₂; Intrinsic reward has no significant effect on employee retention at Care for Aids.

H₀₃; Extrinsic reward has no significant effect on employee retention at Care for Aids.

Significance of the Study

Non-Governmental organizations play an important role in the economic development of the country. They are at the center-stage in the fulfillment of the aspirations of Vision 2030 and as such this study is of paramount importance. The findings of this study was to improve understanding of employee retention in organizations.

The study will guide the policy makers in the NGOs on how best to retain employees. The study can also be used for pro-active decision –making on employee retention and also open up new opportunities for the retention of talent for other organizations that have not embraced employee retention.

Staff retention is an important and continuous organizational endeavor. The study will be useful in identifying the challenges confronting employee retention in the NGOs and make recommendations. The study will also provide scholars and researchers with relevant information on the area of retention of staff in NGOs as it will significantly contribute to the existing literature on employee retention. The study will hence be used as a source of reference and suggest areas for further research.

The information generated from this study will be useful for the NGOs as it will assist top management in their efforts to ensure that they lay proper strategies and policies on how to retain their employees. In addition, the research could assist in identifying suitable retention interventions for the organizations.

The findings of this study will assist the management of Care for Aids to diagnose the training and development needs of the future. Employees of Care for Aids will benefit from the findings of this study as employee retention is a very effective tool to improve

performance. This is by helping individuals to do better and to raise self-esteem and motivation, resulting in job satisfaction.

The study will be a source of reference for future researchers on related topics.

Assumptions of the Study

It was assumed that the data collected represented the whole population at Care for Aids. It was also assumed that the information provided by respondents would be true and finally, the time allocated to collect and analyze data would be enough.

Scope of the Study

The study was conducted in Care for Aids, focusing on staff from their areas of operation in different regions in Kenya. The selected areas are the active regions of the organization. The study focused on study variables, organizational culture, career development and reward management. The study was also carried out in the Kenyan context with the intention of understanding how rewards and career development influence employee retention practices of NGOs. Lastly, the study only focused on the a few predictors of retention: employee rewards and career development. No other factors were considered in the study.

Limitations and Delimitations of the Study

This study used self-reported measures in measuring employee retention, rewards and career development. Self-reported measures especially of retention are subjective and hence do not provide an accurate understanding of the issue. However, objectivity was enhanced by having more than ten measures on retention.

The second limitation was the use of a small sample size. Small sample sizes make it difficult to generalize findings to large populations. Therefore, the findings of this study

are particularly important within NGOs but should be interpreted with care in other organizations.

In terms of delimitations, the researcher assumed that the NGOs that were being studied implemented career development practices and provided employees with rewards to foster retention. While this is a common practice in many organizations, NGOs are different from profit making organizations.

The second delimitation is the fact that the researcher also assumed that the participants in the organization would be willing to take part in the study and that the management will offer a supportive environment for this to happen.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This literature review discusses published information on the broad aspects of employee retention, with specific focus on organizational culture; career development, reward management and employee engagement which influence staff to stay or to leave the organization.

Career Development

A career is the occupational position a person has had over many years while Career management is a process for enabling employees to better understand and develop their career skills and interests and to use these skills and interests most effectively within the company and after they leave the firm (Armstrong & Taylor, 2014). It is concerned with providing opportunities for people to progress and develop their careers and ensuring that the organization has the flow of talent it needs (Armstrong, 2008). He further notes that the elements of career management are the provision of learning and development opportunities, career planning and management succession planning.

Training and development opportunities given to staff enhance commitment to an employer on the part of the individual employees, making them less likely to leave voluntarily than they would if no training were offered (Torrington, 2008). An organization can make investments in training and development much more cost effective through better employee retention. Training the employees keeps developed employees on the job longer, giving the organization a longer period to recoup its investment. Retention programs can

also make employee tenure more predictable even if it does not necessarily keep employees longer (Cappelli, 2008).

Today's employees are more career conscious than ever. They are demanding more in terms of personal growth and development. According to Reardon, (2017), developing high potential individuals presents one of the means by which organizations can face its competitive pressures. The fact that high-potential employees are career-minded is important for organizations to create an employee value proposition that supports career development. According to many career authors, organizational career management supports the development of employee commitment (Reardon, 2017).

When organizational career management practices meet employees pre-joining expectations, this will enhance commitment, satisfaction and other positive outcomes. The emergence of new career has highlighted the need for employees to be concerned with career development and employability. In a knowledge economy, developing competencies forms an essential part of organizational competencies. One of the key factors of the retention of skilled employees is the provision of training and development opportunities (Raymond, 2015). Most organizations may use career management programs to assist their employees to properly plan their careers because it is believed that, generally employees react positively to career development and advancement opportunities (Reardon, 2017)

In conclusion, it is quite evident from the above discussion that career development and training is critical to staff job satisfaction and performance. Skilled staff contributes to client satisfaction and overall organizational performance. Organizations should therefore make a significant investment in staff career development and training in order

to retain their employees, especially in the current knowledge economy driven by constant innovation and creativity in order to remain viable.

Reward Management

Reward deals with strategies, policies and processes to ensure that the contribution of people to the organization is recognized by both financial and non-financial means (Armstrong, 2010). The overall objective is to reward people fairly, equitably and consistently in accordance to the value of the organization.

McShane (2009) claims that most employers use different strategies for the retention of their staff such as training, work environment, and compensation; compensation and pay forms the applied performance practices.

The author continues to expound that, rewarding people with money is one of the oldest and certainly the most widespread applied performance practice. At the most basic level, money and other financial rewards represent a form of exchange; employees provide their labor, skill and knowledge in return for money and benefits from the organization (McShane, 2009). From this perspective, money and related rewards align employee goals with organizational goals. However, money however is more than an object of compensation for an employee's contribution to organization objectives. Money relates to needs, emotions and self-concept. It is a symbol of achievement and status, a motivator and a source of reduced anxiety.

Rewarding employees helps to attract and retain the high quality people the organization needs and helps to develop a positive employment relationship and a psychological contract as Armstrong (2009) puts it. The author continues to say that relational rewards help to deliver a positive psychological contract and this can serve as a

differentiator in the recruitment market that is much more difficult to replicate than individual pay practices. The organization becomes an 'employer of choice' and 'a great place to work,' thus attracting and retaining the talented people it needs. Compensation is at the center of every employment relationship. Compensation and reward are critical features of human resources management.

The Behavior Modification theory and Expectancy theory both recommend that employees with better performance should be rewarded more than those with poorer performance (McShane, 2009). Few employees see a relationship between job performance and the amount of pay they and co-workers receive. It can be argued that the compensation method that an organization provides to its employees plays a crucial role in determining staff commitment levels and retention.

Organizations today are confronting the challenge of creating attractive compensation packages that are in line with their staff attraction, retention and development strategies. Although most organizations claim that their base pay increases on performance, this was not found to be accurate (Sinha & Sinha, 2012). As organizations are concerned about staff retention, compensation and benefits is argued to be one of the best initiatives which an organization can use to retain employees.

In order to retain staff, there is need to have proper job structures in place. According to Joiner (2001) a job structure is the relative worth of various jobs in the organization, based on internal comparisons. The staff need to know their grade structure and how they can rise the ladder to the next grade. A grade structure according to Armstrong and Taylor (2014) consists of a sequence or hierarchy of grades, bands or levels into which groups of jobs that are broadly comparable in size are placed. Both the

grade structure as well as the pay structure should be defined clearly for the employees. Pay structure is defined by Armstrong and Taylor (2014) as the different levels of pay for jobs or groups of jobs by reference to their relative internal value as determined by job evaluation, to external relativities as established by market rate surveys and sometimes to negotiated rates for jobs.

An efficient wage structure influences employees to stay longer with the organization and has a positive retention aspect. To compete for staff, organizations use benchmarking, a procedure in which an organization compares its own practices against those of the competitors (Joiner, 2001). By doing this, the organization will be able to know how to rate its employees based on the market rate. Market rate analysis as explained by Armstrong, (2009) is the basis either for extreme market pricing, or for maintaining competitive rates of pay and benefits and deciding on pay ranges in a grade and pay structure.

Compensation is one of the key instruments that organizations can use to attract and retain staff. It can be used to attract potential candidates, because candidates want to know about it, when applying for position (Chiu, 2002). Organizations with high-wage structures have improved recruitment and retention of staff as compared to others. Research shows that compensation can shape the culture of an organization. In other words, compensation and reward structure indicates an organization's gratefulness for the employee's efforts and this motivates them to remain with the organization. However, in order for compensation and reward structure to achieve this effect, Graham and Murray (2002) emphasized the need for cash compensation increases to be in line with competitive market rates.

Extrinsic Rewards

Extrinsic rewards are a type of rewards that have been examined in many studies. This type of rewards arise from the factors which are associated with but physically external to the individual (Hoole & Hotz, 2016). Studies indicate that these are the kinds of rewards that employees get from sources other than the job itself (Branch, 2011). Many firms will have a large degree of control over the nature and monetary cost of extrinsic rewards with which it seeks to compensate the efforts of its employees and hence can manipulate the use of these rewards to influence employee behaviors (Loftus, 2013). Previous studies on the concept of rewards have argued that extrinsic rewards are majorly monetary in nature. They are perceived as important in the organization because they are able to trigger action and specific behaviors among employees (Shiraz et al., 2011). This is because they can provide outcomes that satisfy the physiological and psychological needs of the employees. When it comes to extrinsic rewards several researchers have indicated that there is a negligible or negative relationship between incentives and employee retention in the organization (Shiraz et al., 2011). In particular, these rewards do not motivate or driven retention in the organization but help to move employees. From this point of view, individuals move in order to avoid punitive effects from extrinsic rewards and punishment of the carrot-stick philosophy (Loftus, 2013). Once there is a change in the work environment and the carrots are no longer desirable, extrinsic rewards tend to lose their effectiveness.

Intrinsic Rewards

Intrinsic rewards are tangible rewards like pay, benefits, promotion, security and work environment. This as (Buttrick, 2009) cites have greater impact on employee retention. This was confirmed by (Blahna, 2005) in their research which showed that

intrinsic motivates as it relates to employee engagement. In particular, these arise from the content of the job itself and hence include interest and challenge that it provides, the task variety and autonomy, degree of feedback, the meaning and significance attributed to it (Loftus, 2013). Previous studies have indicated that the most important determinants of the level of intrinsic rewards in the organization is the way in which the jobs in the firm are designed (Sansone & Harackiewicz, 2000).

Studies indicate that self-administered rewards tend to be associated with the job itself and hence include opportunity for meaningful work, experience variety and receive feedback on work results (Branch, 2011). Some human resource management decisions in organizations are related to intrinsic rewards. However, studies have suggested that the fact that these rewards have to be given by employees to themselves leaves little scope for the firm's direct control of such rewards (Branch, 2011). It has been pointed out that employees who feel little or no satisfaction from completing a challenging assignment, there is little that the organization can do about it to change it. However, the organization can focus on elements such as task variety and overall job design elements if it seeks to achieve its intended outcomes (Chelladurai, 2006).

Various Types of Compensation

Compensation package is one of the most important motivational factor for staff retention in any organization; organizations are regularly providing various pay packages in order to retain their talent. In most cases the pay package includes special pay premiums, stock options or bonuses, incentives, profit sharing and so on. Several studies had showed that compensation package is an important issue for motivating employees and had discussed the structure of pay package (Mohammad, 2006).

Compensation can be divided into two parts, namely financial and non-financial part. The financial and non-financial compensation is given to staff for achievement of required objectives against their work-related performance. According to Olang'o and Nyamongo (2010), reward is something offered by the organization in response to expected staff performance and contribution. The amount of pay, benefits, or equivalents that talent receives in return for services rendered to the organization. A reward can be intrinsic or extrinsic, it can be in the form of cash that is bonuses or reward can be in form of recognition, such as commendation certificate or worker of the month awards. Reward in the form of cash-based remuneration, long term incentives such as share options and short-term incentive bonuses are among the top three preferred choices of rewarding employees.

According to Birt and Wallis (2004), organizations should develop a comprehensive reward structure which is both flexible and adaptable to talent needs and expectations while still serving the needs of the organization. Such a reward structure could include both intrinsic and extrinsic variables as both are considered important by staff. No doubt the value of cash and non-cash compensation package provides a good framework for total remuneration structure for employees (Armstrong, 2007).

Many organizations are having a challenge retaining the younger generation at work commonly known as the millennials. The millennials make up a majority of the workforce and managers are still puzzled how to recruit, retain and engage this generation (Hannah *et al.*, 2017). The most prevalent factors impacting on the retention of the millennial employees are flexible working conditions, compensation and benefits. Millennials are regarded as knowledge workers in terms of their academic qualifications,

experience and tenures with their current organizations (Jennifer & Levenson, 2016). The millennials are aware of and concerned about, their poor compensation. In fact, they hold the view that their compensation do not reflect their status as valuable assets to their organizations.

In conclusion, organizations that are committed to their staff invest in progressive human resource practices like education, training & development and compensation package (Jennifer & Levenson, 2016). These organizations also implement justified practices on rewards allocation and dispense their rewards more fairly and equitably. Accordingly, organizations should structure their salary and remuneration packages to ensure that they cater for employee's various needs. An effective and competitive pay and compensation structure according to (Hannah *et al.*, 2017) is one of the main considerations of employees in joining an organization, and contributes towards talent attraction and retention.

Employee Retention

The general definition of the word retention is 'holding, maintaining, continuation, and preventing from leaving,' this word takes on a new meaning in business administration. It means 'securing employees in a company (Jabeen, Behery, & Abu Elanain, 2015).' In the retention concept, organizations are the key players and retention is a specific organizational management issue, namely 'retention management,'(Kundu & Lata, 2017) which can be defined as 'the entire human resource management policies for retaining the current or expected high-performing employees within organizations for long periods of time, enabling them to exercise or develop their capabilities.' (Yamamoto, 2009).

In order to understand employee retention, it is critical to first understand the consequences of an organization's failure to retain the high-performing employees, i.e. their resignations (Alshathry, Clarke, & Goodman, 2017). First of all, resignation increases short-term costs such as the money spent on hiring, personnel reshuffling, education/training of other employees, and decreased production. Assuming the overall workload remains the same, the short-term burden on the remaining employees will increase and is likely to have an ill effect on their motivation (Viktoria Rampl & Kenning, 2014). In the long run, the organization-specific knowledge, skills, and know-how that long-time employees possess will be lost. In this sense, the retention of employees, especially the high performers, is an important issue for organizations (Von Haartman & Bengtsson, 2015).

Drivers of Employee Turnover at Care for Aids

Previous studies have identified three important factors that lead to employee exits from the organization. Key among these factors include stressors, task characteristics and work related attitudes(von Haartman & Bengtsson, 2015).

Two role-based stressors that have been identified in research include role ambiguity and role conflict. Role ambiguity refers to the difference between what people expect of us on the job and what we feel we should do (Ramalho Luz, Luiz de Paula, & de Oliveira, 2018). This causes uncertainty about what our role should be. It can be a result of misunderstanding what is expected, how to meet the expectations, or the employee thinking the job should be different (Guimaraes, 1997). Insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, ambiguity of performance evaluation methods, extensive job pressures, and lack of consensus on job functions or duties may cause line managers to feel less involved and less satisfied with

their jobs, less committed to their organizations, and eventually display a propensity to leave the organization (Udo, Guimãrães, & Igarria, 1997).

Role conflict can develop when two or more pressures occur together so that complying with one would make doing the other more difficult (Kucherov & Zavyalova, 2012). This could occur in a variety of ways. It might be a function of conflicting messages, a request for a high quality work within a very short period of time, or splitting loyalties between co-workers and the organization (Kundu & Lata, 2017). It has been reported that role conflict is negatively associated with job satisfaction, and organizational commitment, and intention to stay in the organization (Jabeen et al., 2015). Others have found that satisfaction is negatively correlated with role conflict among scientific professionals and R&D personnel (Anitha, 2014).

Task characteristics have been found to be potential determinants of turnover among engineering and technical personnel. These include the five core job characteristics identified by Hackman and Oldham (1980): skill variety, which refers to the opportunity to utilize a variety of valued skills and talents on the job; task identity, or the extent to which a job requires completion of a whole and identifiable piece of work that is, doing a job from beginning to end, with visible results (Johnsen, 2011); task significance, which reflects the extent to which the job has a substantial impact on the lives or work of other people, whether within or outside the organization (Ramalho Luz et al., 2018); job autonomy, or the extent to which the job provides freedom, independence, and discretion in scheduling work and determining procedures that the job provides (Kundu & Lata, 2017); and job feedback, which refers to the extent to which the job provides information about the effectiveness of one's performance (Kucherov & Zavyalova, 2012).

Task characteristics have been found to influence turnover intentions through their relationships with job satisfaction and organizational commitment (Von Haartman & Bengtsson, 2015). Task characteristics have also been found to be positively related to job satisfaction and organizational commitment and have direct and indirect effects on turnover intentions through satisfaction and commitment among technical professionals (Hallgren & Olhager, 2009). The job design literature suggests that motivators (e.g. job challenge, autonomy, responsibility, and achievement) lead to satisfaction and commitment and eventually reduce employee's intention to leave the organization (Ramalho Luz et al., 2018).

Work-related attitudes that have been examined in research include job satisfaction and organizational commitment. Job satisfaction and organizational commitment reflecting a positive evaluation of the job and/or of the employing organization are assumed to influence turnover intentions (Viktorija Rampl & Kenning, 2014). It has been suggested that satisfaction, job involvement and organizational commitment are related but distinguishable attitudes (Alshathry et al., 2017). Satisfaction represents an effective response to specific aspects of the job and denotes the pleasurable or positive emotional state resulting from an appraisal of one's job. Organizational commitment is an affective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization (Jabeen et al., 2015). Job involvement represents the extent to which employees are absorbed in or preoccupied with their jobs and the extent to which an individual identifies with their job (Von Haartman & Bengtsson, 2015). Several studies have focused on the relationships between job satisfaction and organizational commitment,

and intention to leave (Udo et al., 1997). It was suggested that satisfaction and organizational commitment were related but distinguishable attitudes, in that commitment is an effective response to the entire organization, whereas job satisfaction represents an effective response to specific aspects of the job (Alshathry et al., 2017).

Theoretical Framework

The theoretical framework discusses models and theories on the effects of employees' retention in organizations. A theoretical framework refers to a collection of ideas that are related, based on theories and principles that offer to explain the existence of phenomena as captured by the theories (Tromp and Kombo, 2011). It forms a set of statements and principles devised to explain a group of facts or phenomenon especially one that has been repeatedly tested or widely accepted and can be used to make predictions about natural phenomenon (Kagwiria, 2014). This section will examine the Theory of Organizational Equilibrium and Vroom's Expectancy Theory.

Theory of organizational equilibrium

One of the earliest models of turnover is March and Simon's 1958 theory of organizational equilibrium which published the first formal theory of voluntary turnover in their book "organizations." Their theory of organizational equilibrium emphasized the importance of balancing employee and organization contributions and inducements (Tosi, 2009). Their model linked turnover decisions to job satisfaction and suggested that individuals who were more satisfied with their current job would indicate an increased desire to remain with their organizations.

Simply March and Simon's theory states that as long as an organization pays an individual monetary inducement that matches or exceeds the individuals input into the

organization; the individual will remain a member of the organization (Tosi, 2009). Thus, both the individual and the organization strive to maintain a balance or state of equilibrium between the inducements and how much work the individual is willing to provide. The two factors that determine an employee's loyalty are perceived desirability and perceived ease of leaving the organization.

According to Barry & Hansens (2008), explanation of March and Simon's theory of organizational equilibrium, an individual's job needs to align more with any additional work responsibilities he or she may be performing, the employee's job satisfaction could increase and he or she is more likely to remain with the organization. In the context of retention however, this model suggests that employees may stay with their organization when they are satisfied with their work and pay and believe that the available options are few.

Organizational equilibrium according to March and Simon (1958), emphasized the importance of balancing employee and organization contributions and inducements (Barry & Hansens, 2008). The two factors that determine an employee's balance are perceived desirability and perceived ease of leaving the organization; today these concepts are typically labeled as job satisfaction and perceived alternatives (Tosi, 2009). Both factors were proposed to independently operate to influence an employee's motivation to leave the organization. March and Simon (1958) emphasized individual differences in ability and bio-data such as tenure, gender, and age as key determinants of perceived ease of movement while organizational size and job satisfaction drive perceived desirability of movement (Barry & Hansen, 2008).

While early turnover models have considered different level variables such as company and work-unit size March & Simon (1958), claims that there was a shift towards more complex organizational and group level concepts such as organizational culture, group cohesion, organizational reward systems, gender composition, and demography. Under this, example, organizational culture was proposed to influence turnover through the development of a unique turnover culture in which employees engage in sense-making and social information processes that trigger withdrawal cognitions (Tosi, 2009). In another exemplary study, pay dispersion, defined as the amount of pay inequality within an organization's pay system, predicted turnover among university administrators such that turnover was lower at institutions with more compressed pay structures.

The authors of organizational equilibrium theory, proposed that desirability of movement and ease of movement are the two main drivers of employee turnover. Desirability of movement is commonly defined by the individual's satisfaction with the job, whereas ease of movement generally reflects perceived or actual job alternatives in the external market (Barry & Hensen, 2008).

Viewed from the perspective of retention, the model suggests that employees will be more likely to stay when they are satisfied with their jobs and believe that there are few alternatives available. Hence, job satisfaction and lack of alternatives are included here as two important factors in employees' decisions to stay. Employees would be satisfied (and thus more likely to stay) if they felt that the outcomes they received reflected the effort and other inputs that they had invested. More recently, organizational justice has been defined more broadly to include fairness perceptions related to outcomes, procedures, and

interpersonal interactions, which have been shown to be related to employees' decisions to remain with their employer (Barry & Hensen, 2008).

Vroom's Expectancy Theory

Vroom expectancy theory suggested that individuals will choose behaviors they believe will result in the achievement of specific outcomes they value (McShane et al., 2009). In deciding how much effort to put into work behavior, individuals are likely to consider three things; valence, instrumentality and expectancy. All these factors are often referred to as 'VIE' and they are considered to influence motivation in a combined manner.

Managers should therefore attempt to ensure their employees that increased effort will lead to higher performance which will hence lead to valued rewards (Heathfield, 2011). The relevance of this theory to the study is that CFA has put up rewards (cash bonuses) that are supposed to be attractive so as to achieve a desired outcome which is organizational performance. Thus, employees have to exert effort in their work that will lead to a certain level of performance that is desirable by management, which will then result to a reward.

Research Gaps

Many organizations have realized the value of managing their talent and have initiated new human resource practices which responds to the change crises that arise due to enhancement in knowledge based economic society (Tymon *et al.*, 2010). However, scarce literature exists on employee retention in Kenya. The current study aims to contribute to the literature on employee retention practices along the mechanisms by providing empirical evidence which extends existing conceptualization in this area.

The available literature reveals that organizations have focused on employee retention and understand that it is aligned to the employees with the mission and vision of the organization which ends up with better results to the organization and enhanced

employee retention. This view is shared by the by (Ross, 2005) who reveals that the retention war starts at the hiring stage, with recruiting employees whose talents and interests fit with both the short and long term needs of the organization. Any employer's foremost responsibility is retention of the best employees and this can be achieved by managing employees well by keeping them satisfied and motivated. He recommends that to attract and retain the best talent anywhere in the world, an organization must have strategies for managing those talents for achieving competitive advantage.

The researcher intends to fill the existing gap in (Nyanjom, 2013) study by the use of other retention measures than employee training and development, employee commitment, compensation and determine the effects of employee retention in NGOs. The study on the effect of career development was carried out by Kagwiria (2014) whereby, acknowledged that career development contributes to staff retention though, but did not discuss this in-depth (Abok & Makworo 2014) investigated factors affecting talent management in state corporations. The study used stratified random sampling to select 224 staff doctors and nurses in Kenyatta National hospital in Kenya. These findings concur with the study on Kenya power and lighting company Limited (KPLC). The regression coefficients of the study indicated that recruitment and selection, developing and compensation have positive and statistically significant effect in integrated talent management at Kenya power and lighting company in Kenya. The study found out that factors such as organizational culture, reward, career development and workforce environment significantly affect implementation of talent management. While conducting a study on the determinants of staff turnover in the hospitality industry in Kitui County, Kyule (2014) highlighted the probable determinants of high staff turnover of firms in the

hospitality industry and came up with appropriate corrective measures to manage this situation. The study found out that high turnover was being caused by low payments offered by the firms in the hospitality industry to their workers (Kyule, 2014).

This study is intended to fill the missing knowledge gap by establishing the role of employee engagement to employee retention in the Non-Governmental organizations in Kenya.

Table 2.1 *Summary of Knowledge Gaps*

Research	Title	Methodology	Findings	Gaps
Nyanjom, 2013	Factors Influencing Employee Retention in the State Corporations in Kenya. Unpublished MBA Research Project, The University of Nairobi	Quantitative methodology	employee training and development, employee commitment, compensation affect employee retention	This study addressed gaps in this study by using other measures that drive employee retention
Kagwiria (2014)	Effect of Talent Management on Organizational Performance In Companies Listed at NSE	Quantitative methodology	acknowledged that career development contributes to staff retention	This study looked at career development and rewards.

(Abok & Makworo 2014)	Effects of recruitment and selection on employee retention in Kenya	Quantitative methodology	recruitment and selection, developing and compensation have positive and statistically significant effect in integrated talent management at Kenya power and lighting company in Kenya	This study not only focused on compensation but also intrinsic rewards so as to understand its impacts on retention in the NGO sector
Kyule (2014)	Determinants of Staff Turnover in the Hospitality Industry in Kitui Town, Kitui County, Kenya	Quantitative methodology	high turnover was being caused by low payments offered by the firms in the hospitality industry to their workers	This study also considered intrinsic aspects of motivation apart from pay in the NGO sector

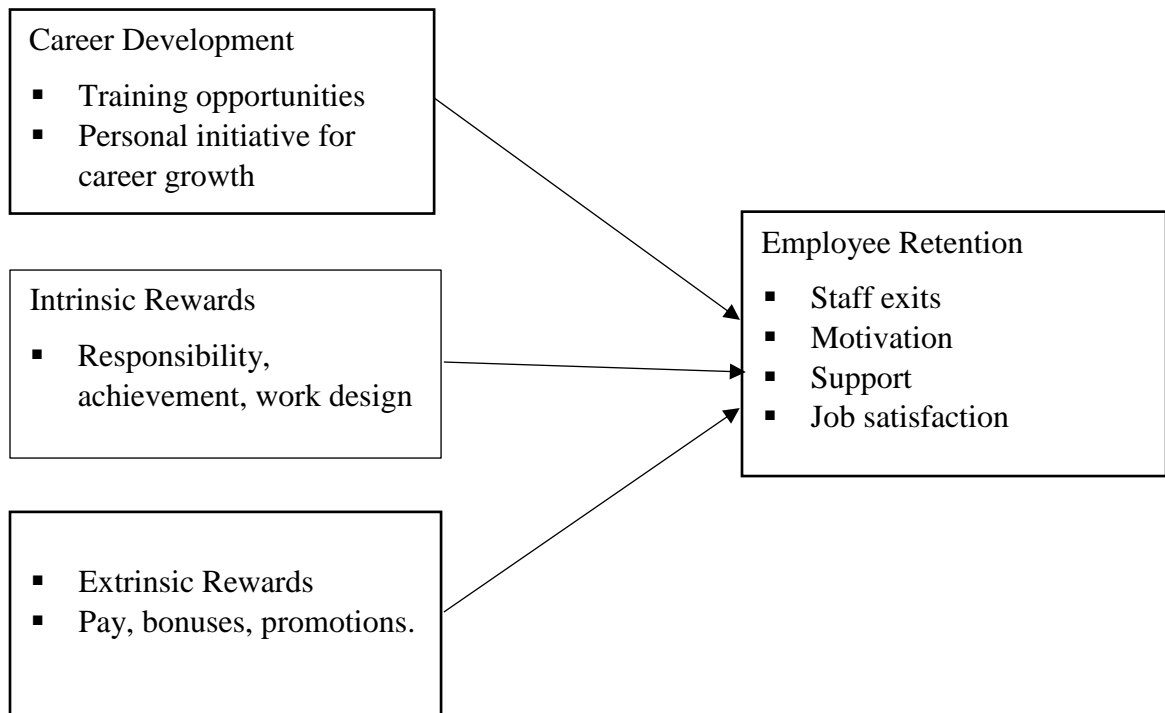
Conceptual Framework

The conceptual framework is the schematic diagram which shows the variables included in the study Calmorin (2007). It is the diagrammatic presentation of variables, showing the relationship between the independent variable, moderating variable and the dependent variables. In this study, the independent variables will be; career development, extrinsic rewards and intrinsic rewards. The study will seek to understand how these independent variables influence employee retention which is the dependent variable. This relationship is presented schematically in the conceptual framework in Figure 2.1

Independent variable

Independent variables

Dependent Variable



Source: Author (2018)

Figure 2. 1 *Conceptual framework*

Chapter Summary

From the literature review, employee turnover is among the highest in the NGO sector than in the government. High turnover can lead to more issues in the workplace, such as understaffing, low morale, and poor customer service. Without strong retention strategies, organizations spend more on hiring and training costs. Career development also influences employees to leave an organization but organizations should have it as a mandate to include employee growth in their mission statement. Organizations which align the employees' career growth with their business objectives and missions realize great growth. Employees feel valued by the company and stay loyal towards their employer which in turns improves organization's growth and image. Rewarding employees has been known to influence employees to leave an organization and join other competitive organizations. To avert this, organization should endeavor to have the reward system improved in both financial and non-financial incentives because there is a strong negative relationship between reward system and staff turnover. If the reward system is effective and attractive to employees, their turnover will be reduced gradually. An organization developing the right work culture is one of the biggest drivers for the growth and employee engagement. Employee engagement has a great influence on an organization productivity, profitability and success. Employee engagement is viewed as an important construct because it has been linked to increased retention of top talent.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter contains the research design, population of the study, data collection methods proposed. It begins with a discussion of the research methodology used in order to attain the objectives of the study. Research methodology is defined by Leedy and Ormrod (2005) as the general approach the researcher takes in carrying out the research project. This chapter explains the research design, target population, sample size, sampling procedure, data collection tools and data collection procedure, analysis and procedure.

Research Design

A research design is a plan or outline of procedures used to guide the researcher in his choice of data collection and analysis approach (Yin, 2016). According to Kothari & Garg (2014), the choice of research design is pegged on what the study is about and where it is to be undertaken, the reasons for undertaking it and the data required. In this study, a descriptive research design was employed. As the name suggests, a descriptive research design involves describing existing situations or occurrence as accurately as possible through the information collected (Kothari & Garg, 2014). The choice of a descriptive research design was made on the basis of the timeframe for data collection, analysis and reporting process and the accuracy involved, which helps to minimize errors. The choice of this research design is advantageous in that the data is collected in an organized manner, allowing the researcher to reassemble and interpret it (Yin, 2016).

It is more than collection of data and involves measure, classification, analysis and interpretation (Kothari, 2004).

Target Population

Target population is described by Mugenda and Mugenda (2003) as a defined unit, persons or objects from which research findings can be generalized. For this study, employees at Care for Aids formed the population. The organization studied has a total of 45 employees. This consisted of the 7 senior level management, 13 middle level, 25 lower level staff and field officers. This is presented in Table 3.1

Table 3. 1 *Target population*

	Frequency
Senior Level	7
Middle Level	13
Lower Level	25
Total	45

Sampling

Kothari and Garg (2014) define a sample size as a selected group derived from a given population for purposes of undertaking a study.

The study adopted a census survey where all the target population was used. A census refers to the quantitative research method, in which all the members of the population are enumerated (Greener, 2008). The researcher sought to collect data from 100 percent of the respondents.

Table 3. 2 *Sample size*

Category	Frequency	Percentage %
Senior Level	7	15.6%
Middle Level	13	28.9%
Community Health Workers	25	55.6%
Total	45	100%

Data collection procedure

Mugenda and Mugenda (2003) highlight the need for support and collaboration of respondents to ensure that the data collected is accurate. The researcher introduced herself to the respondents through a letter which outlined the purpose of the study. The primary data was collected through structured questionnaires constructed in a manner that captured data on all the variables under study, namely, career development, intrinsic reward, extrinsic reward and employee retention. A questionnaire is a group or sequence of questions prepared to gather information from an informant or respondent which are easy to analyze (Walonick, 2013). The participants were supplied with the questionnaire for completion. Each participant was allowed 5 days to complete the questionnaire. After the 5 days, the participants were contacted and requested to submit the filled questionnaire to the researcher. These were then verified, coded and the results fed into SPSS for analysis. Secondary data was obtained through document review. These were organization records like pamphlets, and published quarterly magazines and the website.

Validity of Instruments

Validity is the ability of an instrument to actually test the phenomena it is supposed to test (Harper and Thompson, 2011). In this study, the questionnaire was pre-tested through a pilot study. The aim was to ensure that the questions were clearly structured and sequenced. One respondent was selected from each staff category to take part in the pilot study. A pilot study is essential as it's done with a view to gathering information from a smaller percentage of the population size prior to employing resources on a full study (Privitera, 2016). A pilot test is beneficial as it aids in adjusting or discarding unclear or problematic questions. Content validity was ensured by selecting variables that were informed by past theoretical reviews. In addition, expert guidance from the research supervisors ensured that the research questions adequately covered the area under study and provided guidance on phrasing and sequencing of questions.

Reliability of Instruments

Reliability of Instruments is the measure of the degree to which a research instrument yields consistent, stable and dependable results after repeated trials. Reliability also refers to the consistency of a measure as defined by Paul (2014). Psychologists consider three types of consistency: over time (test-retest reliability), across items (internal consistency), and across different researchers (inter-rater reliability). In this study, reliability was ensured using Cronbach's alpha coefficient, a measure that determines the internal consistency of a scale. It is appropriate in determining the reliability of Likert-type questions which form a scale. When using Cronbach's alpha, the closer the alpha is to 1, the more reliable the research instrument is.

The results of the Cronbach's Alpha test conducted in SPSS are as indicated in table 3.3 below.

Table 3.3 *Cronbach's Alpha Test*

Cronbach's Alpha	N of Items
.674	31

The findings of the analysis of the Cronbach's alpha test indicated that the alpha value was 0.674. Values of between 0.6 and 0.8 are considered reliable (Brown, 2002). Therefore, from this perspective, the questionnaire was perceived to be internally consistent and hence effective for use in completing the research study.

Data Analysis

Data analysis involves summing up of data for ease of interpretation. It enables one to reach conclusions that will inform an outcome or decision (Mugenda & Mugenda, 2003). Data from questionnaires was analyzed by both descriptive analysis that focused on measures of central tendency such as mean mode and media along with frequencies. Secondly, and inferential statistics such as Regression analysis tests were carried out to test the hypotheses with the help of SPSS. The outcome was presented in continuous prose and summarized in form of tables and graphs. Tables and graphs allow for ease of reference and are therefore preferred methods of presenting descriptive research (Creswell, 2014).

Ethical Considerations

This study was done in an open-way to avoid any unethical issues regarding research such as plagiarism, integrity of data, confidentiality, misuse of privileged information, veracity, truth and privacy as proposed in Zohrabi (2013).

During research, the data obtained could easily be abused. The researcher therefore observed the five basic research ethical principles as provided by (Oppenheim, 1992). The researcher ensured that, no harm would come to the respondents as a result of their participation in the research. This is the primary ethical principle governing data collection

and it overrides all other considerations. The researcher ensured that, the respondent's right to privacy was always respected, and no undue pressure was brought to bear. By doing this, the respondents were perfectly within their rights to refuse to answer questions without offering any explanation, and they had the right to decide to whom and under what conditions the information could be made available.

No information can be published about identifiable persons or organizations without their permission. The researcher ensured that the respondents were provided with sufficient initial information about the survey to be able to give their informed consent concerning participation and the use of data. The researcher sought permission to conduct the survey from the National Council of Science and Technology Innovation (NACOSTI). Finally, it was the researcher's moral and professional obligation to maintain the level of confidentiality that was promised to the respondents at the initial stage.

CHAPTER FOUR

RESULTS AND ANALYSIS

Introduction

The purpose of this chapter was to present the findings of the data analysis process and to analyze the findings in a manner that allows for an understanding of the research objectives. This study adopted two types of tests to conduct the analysis. These include descriptive analysis (frequencies) and hypothesis testing (regression analysis). The P value was assumed to be at the 0.05 level. The findings of the analysis are indicated in the tables below.

Response Rates

The study had anticipated to use a total of 45 participants. However, upon conducting the study, only 42 participants accepted to take part in the study. The findings therefore indicated that the total response rate was 93 percent. While many studies will have different response rates, a response rate of below 50 is perceived as insufficient, between 50 and 70 is perceived as adequate while a response rate of more than 70 percent is viewed as sufficient (VanGeest, Johnson, & Welch, 2007). Other studies on response rates have indicated that the effective response rate is dependent on many factors including the total size of the population and other factors considered. Therefore placing values on what should be considered appropriate for each study may not be accurate (Elsayed, 2012).

Descriptive Statistics

This section sought to understand the spread of participants in the study sample. The analysis focused on the use of measures of distribution (frequencies) in order to understand how participants were spread in the population. The findings are indicated below.

Table 4.1 *Descriptive Statistics*

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	27	64.3	64.3	64.3
	Female	15	35.7	35.7	100.0
	Total	42	100.0	100.0	
Area of Engagement					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrative staff	17	40.5	40.5	40.5
	Community Health Staff	20	47.6	47.6	88.1
	Other	5	11.9	11.9	100.0
	Total	42	100.0	100.0	
Working Period					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Year and below	1	2.4	2.4	2.4
	1-5 Years	7	16.7	16.7	19.0
	6-10 Years	13	31.0	31.0	50.0
	11-15 Years	13	31.0	31.0	81.0
	Above 15 Years	8	19.0	19.0	100.0
	Total	42	100.0	100.0	

The findings in table 4.1 above indicate that 64 percent of the participants were male while 36 percent were female. Secondly, 41 percent of the participants were administrative staff, 48 percent were community health staff while 12 percent indicated other areas of engagement. Third, 2 percent had worked for 1 year and below, 17 percent between 1 and 5 years, 31 percent between 6 and 10 years, 31 percent between 11 and 15 years and 19 percent above 15 years. It can be concluded that more males than females took part in the study, with a majority of the participants being community health workers who had worked at the organization between 6 and 15 years.

One Sample T Test Statistics of the variables

The study conducted a one sample T test statistics for the variables used in the study. The following table shows the one sample statistics and the coefficient of variation.

Table 4.2: *One Sample T Test Statistics*

Code	Question	N	Mean	Std. Deviation	Std. Error Mean	CV
CB1	The organization provides on the job training	42	2.99	1.539	0.237	51.53
CB2	The organization provides vocational training opportunities	42	2.89	0.747	0.115	25.86
CB3	The organization provides work specific training opportunities	42	3.33	0.659	0.102	19.78
CB4	Employee mentorship programs have been implemented in the organization	42	3.54	0.818	0.126	23.12
CB5	There are equal opportunities for promotions for both men and women in the organization	42	3.81	0.642	0.099	16.85
CB6	Promotions are based on merit as well as educational qualifications	42	4.54	0.287	0.044	6.32
CB7	There is a formalized career development plan in the organization	42	3.68	0.754	0.116	20.49
CB8	There are clearly defined advancement opportunities in the organization	42	4.19	0.457	0.071	10.91
CB9	There is a clearly defined career path across all the job categories in the organization	42	4.19	0.485	0.075	11.58
CB10	The firm provides new opportunities for learning for all employees to improve skills and competencies.	42	4.30	0.408	0.063	9.50
X1	Salaries and wages are appropriate for the job effort and job position in the organization	42	4.41	0.381	0.059	8.65
X2	Employee benefits such as medical insurance, and other allowances are provided	42	3.83	0.787	0.122	20.55
X3	Bonuses are often provided based on the performance of the organization	42	3.88	0.733	0.113	18.89
X4	There are opportunities for promotion based on merit	42	3.88	0.685	0.106	17.65

X5	Besides the salary, other perks have been provided by the organization	42	3.80	0.616	0.095	16.22
I1	Employee autonomy is provided in the organization on tasks and projects.	42	2.60	1.423	0.220	54.64
I2	I feel a sense of achievement when working in the organization	42	3.70	0.695	0.107	18.80
I3	I am commended for a job well done	42	3.69	0.651	0.100	17.63
I4	The job I engage in is meaningful to me	42	3.68	0.529	0.082	14.37
I5	The job provides me with a sense of fulfilment and self-growth	42	3.85	0.720	0.111	18.68
Re1	I am satisfied with the organization as a place to work	42	3.80	0.629	0.097	16.54
Re2	I feel emotionally attached to my organization	42	4.19	0.490	0.076	11.69
Re3	I have turned down job offers from other organizations	42	4.28	0.450	0.069	10.50
Re4	I would be happy to spend the rest of my career with this organization	42	4.31	0.374	0.058	8.69
Re5	I don't have any specific idea how much longer I will stay in the organization	42	4.35	0.337	0.052	7.75
Re6	I have substantially higher overall wellbeing because of the employer I work for today.	42	3.55	0.764	0.118	21.56
Re7	I receive the support I need to do my Job	42	3.70	0.695	0.107	18.80
Re8	Leaders in my organization treat people with dignity and respect	42	3.69	0.651	0.100	17.63
Re9	This organization meets my work aspirations	42	3.68	0.529	0.082	14.37
Re10	I feel valued by my organization.	42	3.85	0.720	0.111	18.68
Re11	I feel proud to tell other people about the organization I work for.	42	3.80	0.629	0.097	16.54

An analysis of the means of the variables showed that the means of the variables were between 2.89 on the lower limit and 4.54 on the upper limit. The standard deviation showed that the deviation of the mean was high for two variables at 1.537 and 1.423 indicating a high deviation in responses between those who are agreed and those who did not agree with the question. For the rest of the questions, the standard deviation was moderate and ranged between 0.3 and 0.6 indicating a small difference in responses. An

analysis of the coefficient of variation showed that the lowest was 6% while the highest was 54%.

Hypothesis Testing

This section sought to test the study hypotheses. In order to do this, the study adopted a simple linear regression analysis test. The findings of the analysis are as indicated in the tables below.

- i. Career development has no significant effect on and employee's retention at Care for Aids.

In this hypothesis, the study sought to understand whether there was a relationship between career development and employees' retention at Care for Aids. A simple linear regression analysis was adopted to carry out the analysis. The findings are as indicated in the table 4.2 below.

Table 4.2 *Regression Analysis for Career Development and Employee retention*

Model Summary						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	
1	.986 ^a	0.971	0.971		0.41195	
a. Predictors: (Constant), Career Development						
ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	231.082	1	231.082	1361.706	.000 ^b
	Residual	6.788	40	0.170		
	Total	237.870	41			
a. Dependent Variable: Retention						
b. Predictors: (Constant), Career Development						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		

1	(Constant)	4.157	0.898		4.632	0.00 0
	Career Developmen t	0.882	0.024	0.986	36.901	0.00 0
a. Dependent Variable: Retention						

A simple linear regression analysis sought to understand the relationship between career development and employees' retention. The findings of the analysis indicated that there was a strong relationship between career development practices and employees' retention at the organization ($R = 0.986$). Secondly, findings also indicated that 97.1 percent of the variance in employee's retention was predicted by career development ($R^2 = 0.971$). Third, findings of the analysis of the variance (ANOVA) indicated that the relationship was statistically significant with $F(1, 40) = 1361.706$, $N = 42$, $P < 0.001$. Given that P was less than 0.05, the null hypothesis was rejected. The findings therefore suggested that there was a significant relationship between career development and employees' retention. The findings can be expressed in the following equation.

$$\text{Employees' Retention (ER)} = 4.157 + 0.882 \text{ career development.}$$

From the equation above, career development is a strong significant predictor of employees' retention. Therefore, a unit increase in career development would result in a 0.882 increase in employees' retention.

- ii. Intrinsic reward has no significant effect on employee retention at Care for Aids.

In this hypothesis, the study sought to understand whether there was a relationship between intrinsic rewards and employees' retention at Care for Aids. A simple linear regression analysis was adopted to carry out the analysis. The findings are as indicated in the table 4.3 below.

Table 4.3 *Regression Analysis for Intrinsic Rewards and Employee Retention*

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.385 ^a	0.149	0.127	2.25012		
a. Predictors: (Constant), Intrinsic Rewards						
ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.348	1	35.348	6.982	.012 ^b
	Residual	202.522	40	5.063		
	Total	237.870	41			
a. Dependent Variable: Retention						
b. Predictors: (Constant), Intrinsic Rewards						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	46.462	3.524		13.185	0.000
	Intrinsic Rewards	0.529	0.200	0.385	2.642	0.012
a. Dependent Variable: Retention						

A simple linear regression analysis sought to understand the relationship between intrinsic rewards and employees' retention. The findings of the analysis indicated that there was a moderate relationship between intrinsic reward practices and employees' retention at the organization ($R = 0.385$). Secondly, findings also indicated that 12.7 percent of the variance in employee's retention was predicted by intrinsic rewards ($R \text{ square} = 0.127$). Third, findings of the analysis of the variance (ANOVA) indicated that the relationship was statistically significant with $F(1, 40) = 6.982$, $N = 42$, $P < 0.012$. Given that P was less than 0.05, the null hypothesis was rejected. The findings therefore suggested that there

was a significant relationship between intrinsic rewards and employees' retention. The findings can be expressed in the following equation.

$$\text{Employees' Retention (ER)} = 46.462 + 0.529 \text{ intrinsic rewards.}$$

From the equation above, intrinsic rewards is a strong significant predictor of employees' retention. Therefore, a unit increase in intrinsic rewards would result in a 0.529 increase in employees' retention.

iii. Extrinsic rewards has no significant effect on retention of staff in Care for Aids.

In this hypothesis, the study sought to understand whether there was a relationship between extrinsic rewards and employees' retention at Care for Aids. A simple linear regression analysis was adopted to carry out the analysis. The findings are as indicated in table 4.4 below.

Table 4.4 *Regression Analysis for extrinsic Rewards and Employee Retention*

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.179 ^a	0.032	0.008	2.39942		
a. Predictors: (Constant), Extrinsic Rewards						
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.582	1	7.582	1.317	.258 ^b
	Residual	230.288	40	5.757		
	Total	237.870	41			
a. Dependent Variable: Retention						
b. Predictors: (Constant), Extrinsic Rewards						
Coefficients^a						
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Sig.
		B		Beta		

1	(Constant)	28.973	7.176		4.038	0.000
	Extrinsic Rewards	0.385	0.335	0.179	1.148	0.258
a. Dependent Variable: Retention						

A simple linear regression analysis sought to understand the relationship between extrinsic rewards and employees' retention. The findings of the analysis indicated that there was a weak relationship between extrinsic reward practices and employees' retention at the organization ($R = 0.179$). Secondly, findings also indicated that 3.2 percent of the variance in employee's retention was predicted by extrinsic rewards (R square = 0.032). Third, findings of the analysis of the variance (ANOVA) indicated that the relationship was not statistically significant with $F(1, 40) = 1.317$, $N = 42$, $P < 0.258$. Given that P was greater than 0.05, the test failed to reject the null hypothesis. The findings therefore suggested that there was no significant relationship between extrinsic rewards and employees' retention. The findings can be expressed in the following equation.

$$\text{Employees' Retention (ER)} = 28.973 + 0.385 \text{ extrinsic rewards.}$$

From the equation above, there was no relationship between extrinsic rewards and employees' performance.

Summary of The Findings

In the first hypothesis a simple linear regression analysis sought to understand the relationship between career development and employees' retention. The findings of the analysis indicated a strong relationship between career development practices and employees' retention at the organization ($R = 0.986$). 97.1 percent of the variance in employee's retention was predicted by career development (R square = 0.971), that was statistically significant with $F(1, 40) = 1361.706$, $N = 42$, $P < 0.001$. The findings therefore

suggested that there was a significant relationship between career development and employees' retention.

In the second hypothesis a simple linear regression analysis sought to understand the relationship between intrinsic rewards and employees' retention. The findings of the analysis indicated that there was a moderate relationship between intrinsic reward practices and employees' retention at the organization ($R = 0.385$). 12.7 percent of the variance in employee's retention was predicted by intrinsic rewards ($R^2 = 0.127$) which was statistically significant with $F(1, 40) = 6.982$, $N = 42$, $P < 0.012$. Intrinsic rewards is a strong significant predictor of employees' performance.

In the third hypothesis, a simple linear regression analysis sought to understand the relationship between extrinsic rewards and employees' retention. The findings of the analysis indicated that there was no relationship between extrinsic reward practices and employees' retention at the organization ($R = 0.179$). 3.2 percent of the variance in employee's retention was predicted by extrinsic rewards ($R^2 = 0.179$), which was not statistically significant with $F(1, 40) = 1.317$, $N = 42$, $P < 0.258$. Therefore, there was little or no relationship between extrinsic rewards and employees' performance.

CHAPTER FIVE

DISCUSSION OF FINDINGS

Career Development and Retention

In the first hypothesis a simple linear regression analysis sought to understand the relationship between career development and employees' retention. The findings of the analysis indicated a strong relationship between career development practices and employees' retention at the organization. There are several studies that have been conducted to understand whether there is a relationship between career development and employee retention. Khan (2014) in a study conducted in Pakistan established that there was a positive significant linear relationship between career planning and development and employee productivity, motivation and long-term retention. The study recommended the need to pay closer attention to career planning and development as important factors that influenced employee retention. Kashyap & Rangnekar (2014) in their study also examined employee retention practices and its influence on employee turnover intentions in India. After an extensive review of literature, the findings indicated that compensation, training, and career development opportunities form important practices that reduce employee turnover and enhance retention. Ambrosius (2018) also examined the relationship between different career development practices such as strategic talent management and employee retention among Brazilian firms. Findings of the study reveal that organizational support, strategic talent management and perceived career opportunity growth were revealed to enhance employee retention in the organization. Building on these findings, it is clear that a majority of the studies support the relationship between career development and employee retention in the organization. The findings of this study are particularly useful

and unique because they examine the Kenyan NGO context that has not been adequately studied.

Intrinsic Rewards and Retention

In the second hypothesis, a simple linear regression analysis sought to understand the relationship between intrinsic rewards and employees' retention. The findings of the analysis indicated that there was a moderate relationship between intrinsic reward practices and employees' retention at the organization. Intrinsic rewards is a strong significant predictor of employees' performance. There are several studies that have been done to understand the relationship between intrinsic rewards and employee retention. Branch (2011) examined the relationship between employee motivation, recognition, rewards and retention. Specifically, the study looked at the influence of intrinsic rewards on employee retention. The findings indicated that a reward program that incorporates short term, attainable goals and offers rewards that matter to employees significantly improved retention ability. Shiraz, Rashid, & Riaz (2011) in their study examined the relationship between rewards and recognition on employee satisfaction and retention in the organization. The results of the analysis indicated that employee intrinsic rewards and recognition had a positive relationship with employee satisfaction and retention in organizations. Another study by Peterson & Luthans (2006) examined the relationship between financial and non-financial incentives on employee outcomes such as retention and satisfaction. The findings of the analysis indicated that financial rewards had a weak relationship with employee job satisfaction and retention while non-financial rewards had a positive significant relationship with employee performance. Building on the findings of this study, it was found that there was a moderate significant relationship between

employee intrinsic rewards and employee retention. Previous studies have found a positive relationship between intrinsic rewards and employee retention. The findings of this study are therefore unique because they have been conducted in the Kenyan context with a focus on NGOs, an aspect that has not been adequately studied.

Extrinsic Rewards and Retention

In the third hypothesis, a simple linear regression analysis sought to understand the relationship between extrinsic rewards and employees' retention. The findings of the analysis indicated that there was no relationship between extrinsic reward practices and employees' retention at the organization. There are many studies on the issue of extrinsic rewards and employee retention. Ngcobo and Naidoo (2015) in their study examined the effectiveness of monetary factors in influencing employee retention within the South African banking sector. Findings of the small scale interviews established that financial rewards did not have a significant statistical relationship with employee retention in the banking industry in South Africa. Loftus (2013) also examined the different tools used to enhance employee retention in organizations in the UK. The findings of their analysis indicated that financial rewards alone did not have an effect on employee performance. However, total compensation including recognition and career advancement had a positive impact on employee retention. Hoole and Hotz (2016) also examined the impact of total rewards on employee work engagement and retention. The findings of their analysis indicated that total rewards unlike financial rewards were significant predictors of employee work engagement and retention. Building on these studies, it is clear that extrinsic rewards were not significant predictors of employee retention. The findings of this study therefore are unique in the context of NGOs in Kenya indicating the important role played by extrinsic rewards on employee retention.

Conclusions and Recommendations

Summary of the Findings

The general objective of the study was to show the effects of career development and employee rewards on employee retention in a non-governmental organization with a focus on Care for Aids. This study was guided by the following specific objectives; to establish the influence of career development on employee's retention at Care for Aids; to determine the effect of intrinsic reward program on employee retention at Care for Aids; to establish the effect of employee extrinsic rewards on retention of staff in Care for Aids. The findings of the analysis indicated a strong significant statistical relationship between career development practices and employees' retention at the organization ($R = 0.986$, $F(1, 40) = 1361.706$, $N = 42$, $P < 0.001$). Secondly, the findings of the analysis indicated that there was a moderate significant statistical relationship between intrinsic reward practices and employees' retention at the organization ($R = 0.385$, $F(1, 40) = 6.982$, $N = 42$, $P < 0.012$). Third, the findings of the analysis indicated that there was no significant statistical relationship between extrinsic reward practices and employees' retention at the organization ($R = 0.179$, $F(1, 40) = 1.317$, $N = 42$, $P < 0.258$).

Conclusions

The issue of employee retention in organizations is a critical one. Career development and advancement is a powerful yet overlooked factor in improving employee retention. Career development has been used by employers as part of HR practices to enhance retention. At the same time, rewards have also been a part of organizational HR practices. However, the context of NGOs has presented different challenges especially in terms of retention building on their lack of career advancement and proper rewards like other organizations. This study has pointed out the important role played by career development and

organizational rewards in improving employee retention. In particular, career development and intrinsic rewards were found to be critical factors in influencing employee retention. The following are some implications and recommendations that emerge from this study.

Implications

First, from a practice perspective, there are benefits when it comes to improving skills and expertise of employees in the workplace through career development practices. Organizations whether in the profit or non-profit making industries can engage in career development practices that seek to enhance employee outcomes in the organization. Managers therefore need to be aware of the role played by career development and how this factor can contribute to retention. Secondly, rewarding employees in organizations should not just be viewed as a simple process of introducing financial or non-financial rewards. This study found that extrinsic rewards alone could not predict retention but a combination of extrinsic and intrinsic rewards in the form of total rewards can enhance employee retention. This means that there is need for managers to focus immensely on these aspects if they seek to enhance employee retention.

Secondly in terms of policy, it is critical that the NGO sector in Kenya develops appropriate policies and practices that can be used to enhance employee rewards and drive retention. It seems that policies on remuneration and career development may be lacking and this is what drives high turnover rates.

Third, from a theoretical perspective, previous studies seem to support the role that career development and rewards play in organizations. However, not much has been done in the NGO sector and hence theory needs to be advanced in this field in order to understand

how these factors influence employee retention. Specifically, efforts should be directed at career development practices and how they influence employee retention.

Recommendations

There are several recommendations emerging from this study.

First, there is need for organizations and especially not for profit organizations to focus on enhancing employee careers through career development practices that would enhance retention.

Secondly, there is a need for organizations to focus on proper rewards in the organization if they seek to enhance retention. In particular, if the organization seeks to enhance retention, it must start by implementing both intrinsic and extrinsic rewards in order to achieve retention.

Future Research

This study looked at selected HR practices and how they affected employee retention. Future studies should seek to look at the overall rewards in order to understand their effect on employee retention. Secondly, this study found career development as a significant predictor of employee retention. Future studies should seek to carefully study this factor in multiple organizations to understand its effects on employee retention.

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Appendix I: Research Questionnaire

Appendix I

Research Questionnaire

This questionnaire is developed to obtain information from the respondents on the study focusing on factors influencing employee retention at Care for AIDS NGO. Read the questionnaire carefully and respond appropriately.

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS.

1. Indicate your Gender.

a) Male

b) Female

2. What is your main area of engagement

a) Administrative Staff

b) Community Health workers

f) Other (specify).....

3. For how long have you been working in this NGO?

a) 1 year and below

b) 1-5

c) 6-10

d) 11-15

e) Above 15

Section B: Career Development

In this section you are asked to indicate your level of agreement with the following statements regarding employee career development practices in your organization on a scale of 1 – 5 where:

5 = Strongly Agree, 4 = Agree, 3 = Neutral 2 = Disagree, 1 = Strongly Disagree

Career Development practices	1	2	3	4	5
The organization provides on the job training					
The organization provides vocational training opportunities					
The organization provides work specific training opportunities					
Employee mentorship programs have been implemented in the organization					
There are equal opportunities for promotions for both men and women in the organization					
Promotions are based on merit as well as educational qualifications					
There is a formalized career development plan in the organization					
There are clearly defined advancement opportunities in the organization					
There is a clearly defined career path across all the job categories in the organization					
The firm provides new opportunities for learning for all employees to improve skills and competencies.					

Section C: Organizational Rewards and Compensation

In this section, you are expected to respond to the following statements regarding rewards and compensation in the organization and to what extent these practices have been implemented on a scale of 1-5, where 5 = *Strongly Agree*, 4 = *Agree*, 3 = *Neutral* 2 = *Disagree*, 1 = *Strongly Disagree*

Rewards and compensation	1	2	3	4	5
Salaries and wages are appropriate for the job effort and job position in the organization					
Employee benefits such as medical insurance, and other allowances are provided					
Bonuses are often provided based on the performance of the organization					
There are opportunities for promotion based on merit					
Besides the salary, other perks have been provided by the organization					
Employee autonomy is provided in the organization on tasks and projects.					
I feel a sense of achievement when working in the organization					
I am commended for a job well done					
The job I engage in is meaningful to me					
The job provides me with a sense of fulfilment and self-growth					

Section D: EMPLOYEE RETENTION

5 = *Strongly Agree*, 4 = *Agree*, 3 = *Neutral* 2 = *Disagree*, 1 = *Strongly Disagree*

Please respond appropriately to the following items	1	2	3	4	5
I am satisfied with the organization as a place to work					
I feel emotionally attached to my organization					
I have turned down job offers from other organizations					
I would be happy to spend the rest of my career with this organization					
I don't have any specific idea how much longer I will stay in the organization					
I have substantially higher overall wellbeing because of the employer I work for today.					
I receive the support I need to do my Job					
Leaders in my organization treat people with dignity and respect					
This organization meets my work aspirations					
I feel valued by my organization.					
I feel proud to tell other people about the organization I work for.					

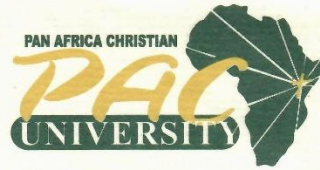
Appendix II

Estimated Budget

Appendix II: Research Budget ITEM	UNIT COST	QUANTITY	TOTAL COST
HUMAN RESOURCE			
(a) Training of research assistants			
Research assistants allowance(4)	500	4x3x500	6000
Principal researcher(1)	1000	1x3x1000	3000
b) Pretesting of questionnaires			
Research assistants allowance(4)	500	4x3x500	6000
Principal researcher(1)	1000	1x3x1000	3000
c) Data collection			
Research assistants allowance(4)	500	4x5x2x500	20000
Principal researcher(1)	1000	1x5x2x1000	10000
Subtotal		48000	
MATERIALS AND SUPPLIES			
Biro pens (1doz)	180	1x 180	180
Pencils 1doz	60	1x60	60
Erasers(5)	20	5x20	100
Folders(5)	100	5x100	200
Field books(5)	65	5x65	325
Subtotal		1465	
PROJECT AND THESIS			
Project typing and printing (50pages)	35	35x50	1750
Photocopying 5 copies (250pages)	3	3x250	750
Photocopying of questionnaire	3	3x5x253	3795
Data analysis	30000	30,000	30000
Typing and printing of final report	35	35x60	2100
Photocopying of final report (5 copies)	3	3x5x60	900
Binding of final report (5 copies)	700	5x700	3500
Subtotal		42,795	
GRAND TOTAL		92,260	

Ethics Clearance

9th September, 2018



P.O. Box 56875 - 00200
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off Kamiti Rd, off Thika Rd
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Email: enquiries@pacuniversity.ac.ke
website: www.pacuniversity.ac.ke

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE FOR JANE MUGURE
MBURU REG. NO: MBA/00093/13**

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing a Master of Business Administration.

She is at the final stage of the programme and she is preparing to collect data to enable her finalise on her thesis. The thesis title is **“Effects of Career Development and Employee Rewards On Employee Retention in Non-Governmental Organizations:” The Case of Care for Aids, Kenya.** We therefore, kindly request that you allow her conduct research at your organization.

Warm Regards,

Lingona

PAN AFRICA CHRISTIAN UNIVERSITY
P. O. Box 56875, NAIROBI - 00200.
TEL: 8561820 / 8561945 / 2013146

Dr. Lilian Vikiru

Registrar Academic Affairs

Pan Africa Christian University

Lumumba Drive, Roysambu, off Kamiti Rd, off Thika Rd

P.O Box 56875-00200, Nairobi, Kenya

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Where Leaders are Made

Nacosti Authorization



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/19/03976/25420**

Date: **12th February, 2019**

Jane Mugure Mburu
Pan Africa Christian University
P.O Box 56875 – 00200
NAIROBI

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “*The effects of career development and employee rewards on employee retention in Non-Governmental Organizations, the case of Care for Aids, Kenya*” I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **12th February, 2020**.

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.